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INCREASING YOUR JOB SATISFACTION



PERSONNEL ADMINISTRATION OFFICE
Personnel Planning and Career Development



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With Thanks To:

Career Development &
Employment for the Model

Produced by:

Alberta Personnel
Administration Office

Personnel Planning and
Career Development

ALABAMA

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Timing

This course may take 10 - 12 hours to complete.

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- INTRODUCTION -

In the last decade researchers in both Canada and the United States have reported an appreciable decline in job satisfaction. Staines, director of a Quality of Employment survey at the University of Michigan found that between 1973 and 1977 "workers in virtually all occupational and demographic categories evidenced appreciable declines in job satisfaction along with other quite unmistakable manifestations of rising discontent." In Canada, Atkinson and his colleagues conducted national surveys of attitudes toward work in 1977, 1979, and 1981. The results indicated that while not a large population - less than 20 percent - of workers are dissatisfied with their jobs, the percentage of people who indicated their satisfaction was decreasing had definitely risen.

In a healthy economy people who are dissatisfied with their jobs often simply leave them and try new ones. However, even a healthy economy has people who feel they cannot leave their jobs. This recognition resulted in the production of this module on Increasing Your Job Satisfaction. Now, with an economic downturn and a general scarcity of jobs, there are many more people feeling "trapped" or "locked in" to jobs which are not totally satisfying.

This Self Study Package is designed to help you analyze the sources and specifics of your dissatisfactions, and then plan strategies to deal with them. Therefore you are advised to take the time to work through this package very openly and honestly.

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In a healthy economy people who are dissatisfied with their jobs often simply leave them and try new ones. However, even a healthy economy has people who feel they cannot leave their jobs. This resignation resulted in the production of this booklet on increasing Your Job Satisfaction. Now, with an economic downturn and a general scarcity of jobs, there are many more people feeling "trapped" or "locked in" to jobs which are not totally satisfying.

This Self Study Package is designed to help you analyze the sources and quality of your dissatisfaction and then plan strategies to deal with them. The ideas you are offered to face the time to work through this package very openly and honestly.

Overall Course Objectives

The objectives of this course are:

1. To provide you with an opportunity to examine your current job and specify elements of both satisfaction and dissatisfaction.
2. To present and promote the bias that you must take the responsibility for promoting your own happiness and satisfaction at work.
3. To provide exercises to help you recognize your dissatisfactions as unfulfilled expectations which may be either realistic or unrealistic expectations for that job.
4. To provide ideas for strategies that you may use in meeting both realistic and unrealistic expectations.
5. To consider the implications of unrealistic expectations for a job change, occupational change or lifestyle change.
6. To learn about resources and services that may assist you with these changes.

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SECTION II

At the end of the following card sort and several exercises you will have accomplished the following:

1. Identified examples of both your dissatisfactions and satisfactions at work.
2. Used the Job Satisfaction Grids to identify the differences between what you want from your job and what you are presently receiving.
3. An understanding of your dissatisfaction/satisfaction results and the implications of the scoring.

Use the following instructions if you are unsure how to go about sorting the Job Satisfaction Cards.

INSTRUCTIONS FOR THE JOB SATISFACTION CARD SORT

After you have one copy of each of the Job Satisfaction Grid #1 and #2 and one set of cards, use the following instructions to help you complete the exercise:

SORT I

"You have been given a set of statements with which to describe your job. Read each statement carefully and decide whether or not it describes your job. Place these that do describe your job in Box A at the top left hand corner of your grid. Place cards that do not describe your job in Box B.

From the cards in Box A, find the one card that best describes your job and place it in COLUMN 11, at the lower left corner of your sorting board. Then find the two cards that next best describe your job and place them in the squares of Column 10. Continue to fill the squares in all the columns until you have used all the cards in Box A. Then, using the cards in Box B, find the one which is least like your job and place in it COLUMN 1. Continue using these cards to fill the remaining empty spaces. When you have finished, look over your completed grid, making any changes you wish so that the cards are arranged to describe your job as accurately as possible.

Now take out the Card Sort Summary Sheet. Record the number of the column that each factor has been assigned to, under Sort I (On the Card Sort Summary Sheet) beside the proper factor. You can use, the number on each factor (bottom right hand corner) card to quickly locate where that particular number is on the list (one to fifty-four).

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SORT II

"You have been given a set of statements with which to describe your present job in its ideal form - in other words, as good as it could be. Keeping in mind your present job description, place all those statements which describe the ideal form of your job in Box A at the top left hand corner of your sorting grid #2. Place cards that are not important to you or relevant to your present job description in Box B.

From the cards in Box A, choose the one statement that is most important to you, or that you want the most, and place it in Column 11, at the lower left hand corner of your sorting grid. Then find the two cards that are next most important to you and place them in Column 10. Continue until you have used all the cards in Box A. Then, using the cards in Box B, find the one statement which is of least importance or relevance to your present job and place it in Column 1. Continue using these cards to fill the remaining spaces. When you have finished, look over your completed grid making any changes you wish so that the cards are arranged to describe what you want and what is most important to you in your present job."

IMPORTANT

Remember that the second sort is to describe your present job in its ideal form - as good as it could be! It must be clearly understood that you are describing your present job in its ideal form and not the ideal job as a different job.

Again take out the Card Sort Summary Sheet and record the number assigned each factor (i.e.: the column number) under the right factor and under Sort II.

You can then calculate the difference between the sorts by using the formula:

	SORT I		SORT II	=	DIFFERENCE SCORE
ie.	7	-	5	=	+ 2
	5	-	7	=	- 2

Item 13

Item 13 is the only item for which the sign must be REVERSED. Therefore, if $\text{SORT I} - \text{SORT II} = + 8$, the corrected is -8 .

NOTE: A high score on the 1st sort indicates pressure at work. A smaller score on 2nd sort indicates a desire for less pressure. Therefore, the positive score produced is not an accurate reflection of the meaning.

Now transfer the "difference score" to the form called Job Satisfaction Rating Form. Ignore the stress question on this form at this time.



BOX A

--	--	--

BOX B

$$\frac{1}{2}$$

IDEAL FOR

IDEAL FOR

**Column
1**

Least Important To Me

SECURITY

SORT I

SORT II

DIFFERENCE

1. Steady Income
2. Sufficient Income
3. Permanent Employment
4. Acceptable Benefits
5. Acceptable Vacation
6. Reasonable Pension Plan
7. Income Increase with Increased Performance
8. Possible Early Retirement
9. Income Increases with Increased Responsibility

WORKING CONDITIONS

10. Clean & Comfortable Surroundings
11. Sufficient Information
12. Job is Physically Safe
13. Under Pressure at Work
14. Work and Private Life Separate
15. Adequate Equipment
16. Suitable Hours of Work
17. Variety of Tasks
18. Movement to a Variety of Locations

MATCH BETWEEN SKILLS/INTERESTS

19. Skills Fully Utilized
20. My Job Reflects my Interests
21. Personality Compatible with Job
22. Able to Respond to Demands of Job
23. Present Deadlines & Competition are Acceptable
24. Enough to do at Work
25. I See a Purpose in my Work
26. Know What is Expected of Me
27. Work Compatible with Personal Values and Ethics

INTERPERSONAL RELATIONSHIPS

28. Work Well with Fellow Workers
29. Socialize with Fellow Workers
30. Satisfactory Relationship with Public
31. Treated as an Equal
32. Express My Ideas/Opinions to Supervisor
33. Competent People to Work With
34. Receive Feedback
35. Be Myself
36. Feel Important at Work Place

GROWTH & ADVANCEMENT

37. Chances for Advancement
38. Chances for Lateral Transfers
39. Advancement Based on Experience
40. Advancement Based on Increased Responsibility
41. Chances for Educational Leave
42. Chances for Inservice Training
43. Employer Promotes Personal Interest Programs
44. Credit Given for Good Work
45. Chance for More Responsibility

SATISFACTION WITH WORK ITSELF

46. Use Special Knowledge and Skills
47. Make Decisions About My Work
48. Develop my Own Solutions to Problems
49. My Work Stimulates My Thinking
50. Allowed to Use My Imagination/Creativity
51. Feel I'm Doing a Good Job
52. Chance to Achieve Long Term Goals
53. Chance to Display Leadership
54. Trusted To Work Independently

JOB SATISFACTION FORM

SE = Security

	Name of Dissatisfier	Dissatisfaction Score	Is this causing stress?	
			Yes	No
1	Steady Income			
2	Sufficient Income			
3	Permanent Employment			
4	Acceptable Benefits			
5	Acceptable Vacation			
6	Reasonable Pension Plan			
7	Inc. Increased With Inc. Perf.			
8	Possible Early Retirement			
9	Income Inc. With Inc. Resp.			

WO = Working Conditions

	Name of Dissatisfier	Dissatisfaction Score	Is this causing stress?	
			Yes	No
10	Clean & Comfortable Surroundings			
11	Sufficient Information			
12	Job is Physically Safe			
*13	Under Pressure At Work			
14	Work & Private Life Separate			
15	Adequate Equipment			
16	Suitable Hours of Work			
17	Variety of Tasks			
18	Movement to a Variety of Locations			

SK = Match Between Your Skills/Interests

	Name of Dissatisfier	Dissatisfaction Score	Is this causing stress?	
			Yes	No
19	Skills Fully Utilized			
20	My Job Reflects My Interests			
21	Personality Compatible With Job			
22	Able to Respond to Demands of Job			
23	Present Deadlines/Comp. Are Accept.			
24	Enough To Do At Work			
25	I See A Purpose In My Work			
26	Know What Is Expected of Me			
27	Work Comp. W/Per. Values/Ethics			

IN = Interpersonal Relationships

	Name of Dissatisfier	Dissatisfaction Score	Is this causing stress?	
			Yes	No
28	Work Well W/Fellow Workers			
29	Socialize With Fellow Workers			
30	Satis. Relationship With Public			
31	Treated As An Equal			
32	Express My Ideas/Opin. To Super.			
33	Competent People to Work With			
34	Receive Feedback			
35	Be Myself			
36	Feel Important At Work Place			

GR = Growth and Development

	Name of Dissatisfier	Dissatisfaction Score	Is this causing stress?	
			Yes	No
37	Chances For Advancement			
38	Chances For Lateral Transfers			
39	Advancement Based On Experience			
40	Advancement. Based On Incr. Respons.			
41	Chances For Educational Leave			
42	Chances For Inservice Training			
43	Emplyr. Promotes Pers. Int. Prgms.			
44	Credit Given For Good Work			
45	Chance For More Responsibility			

SA = Satisfaction with Work Itself

	Name of Dissatisfier	Dissatisfaction Score	Is this causing stress?	
			Yes	No
46	Use Special Knowledge And Skills			
47	Make Decisions About My Work			
48	Devlp. My Own Solutions To Problems			
49	My Work Stimulates My Thinking			
50	Allowed To Use My Imagin./Creat.			
51	Feel I'm Doing A Good Job			
52	Chance To Achieve Long Term Goals			
53	Chance To Display Leadership			
54	Trusted To Work Independently			

UNDERSTANDING YOUR JOB SATISFACTION GRID

Discrepancies of - 4 - 10 are worth noting as these indicate significant differences for you between what you want and what you are obtaining at work. Note these discrepancies - do they make sense? Do you agree/feel it describes a problem at your job?

NOW ASK YOURSELF THE FOLLOWING QUESTIONS?

Grouping of Discrepancies

Are the discrepancies found in several clusters or scattered throughout the page?

Positive Differences

Notice the priority level (rating on second sort) of these items. A positive difference for a high priority item is very good. It indicates a need is being met.

A positive difference on a low priority item could designate it as an item for trading, bargaining, negotiating in an attempt to get something of higher priority.

Cluster Headings

Using the information that follows on the various clusters, look at the positioning of your negatives. Do the discrepancies seem to fit with the cluster title? Are there any surprises? Are there any indications of 1) need for an occupational change 2) need for a job change or 3) no need for change 4) lifestyle change.

I. Issues Involving SECURITY

To check whether a job or occupational change would help ask yourself:

- (1) Would a job change alter the amount of my earnings or the method of payment?
- (2) Is salary standardized across the industry?

Example

- (1) Teacher: evaluated according to education and experiences, not a great variation from school board to school board, therefore a job change would not significantly change amount of earnings nor type of payment.
- (2) Computer Programmer: salary varies from company to company and from private to public sector. Therefore, a job change could effect a change in earnings and method of payment.

II. Issues Involving WORKING CONDITIONS

- Q1. Would working conditions change with a job change or are they the same throughout the industry? If they are the same throughout the industry, an occupational change may be required.

Example

Heavy Duty Mechanics work in different settings. In a construction site they work outdoors in all kinds of weather at all hours of day or night. Doing maintenance work in a shop, they work indoors in warm conditions and with set hours.

- Q2. How do you define pressure? (Item 13)

Most workers have some pressure in their jobs. When the pressure becomes more than you can cope with, you may feel stressed. Try identifying your sources of pressure at your job. Use one of the following statements to make a list.

Example

Sources of pressure for me are ...

Things/situations that pressure me are ...

Some typical sources of pressure are: noise, deadlines, personality conflict, interruptions, phones, heavy workload.



III. Issues Involving COMPATIBILITY OF SKILLS/PERSONALITY WITH JOB

This cluster has several "loaded" items, which may require further definition by you.

Item 19: skills fully utilized

Since most people have developed more skills than they will ever use in any one job, each person must identify which skills they wish to utilize.

Item 20: my job reflects my current interests

What are your current interests? Which of these do you wish to satisfy at work? Where can you satisfy the remainder?

Item 21: personality compatible with job

Which aspects of your personality influence your choice and style of work? Does your job require certain personality traits? Are certain types of personality drawn to your type of work?

Item 25: I see a purpose in my work

What does "sense of purpose" mean to you? What activities are worth doing? What sort of work has meaning for you?

Item 27: Work is compatible with personal values and ethics. Define your personal values and ethics. Are yours in conflict with those at work or is the job not meeting your standards or expectations?

Q. Can a job change increase your compatibility with your work or is it necessary to change occupations to find a better match? Very often dissatisfaction in this cluster indicates a need for an occupational change.

IV. Issues Surrounding INTERPERSONAL RELATIONSHIPS

Look at each item separately because an attempt has been made to cover each type of relationship, i.e. with superiors, peers, subordinates and the public. Identify as clearly as possible which relationship is the problem. Identify what you want from that relationship.



This factor more clearly than any other varies from job to job. However, some occupations attract a certain type of person and it may be necessary to leave the occupation in order to find a different type of personality to work with.

Example

A man, trained as a welder, was really a poet at heart. He completed a degree in English at night but felt so different from his co-workers, he finally left construction and became a teacher. His first job was a shop teacher - teaching welding - and again he felt alienated from both the instructors and the students. He eventually transferred to a school where he could teach English.

V. Issues Surrounding GROWTH and ADVANCEMENT

Item 37 is a "loaded" item which requires further definition to be meaningful. You must define advancement for yourself. Some types of advancement are:

- increased salary
- promotion to a new position (with or without more money)
- added responsibilities (with or without a new title, more money)
- increased skill development
- recognition by others
- publishing articles, books, research papers, etc.

Q. Can a job change improve your chances of advancement according to your definition?

Do you have to look at a new occupation to obtain the type of advancement you want?

V. Issues With SATISFACTION WITH THE WORK ITSELF

Most of the items in this cluster are "loaded" items and require personal definition.

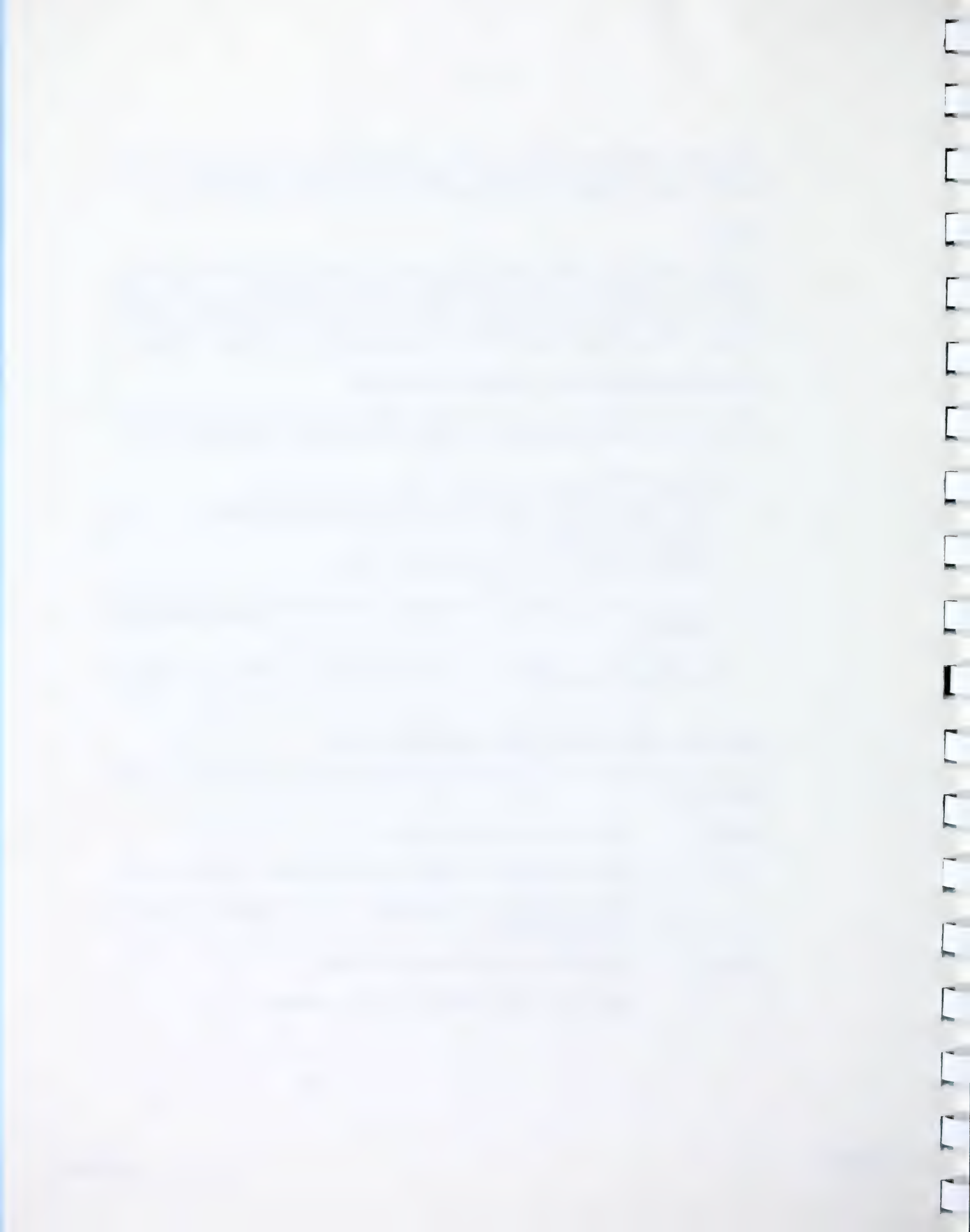
Item 47: make decisions about my work

What parts of your work do you wish to make decisions about?

What types of decisions, i.e. financial, creative, organizational?

Item 48: develop my own solutions to problems

What kinds of problems do you like to solve?



Item 49: my work stimulates my thinking

What type of work do you find stimulating? Break your job into individual tasks and note which of them are stimulating and which are not?

Item 50: allowed to use my imagination/creativity

Read that, "Allowed to use my imagination to do ..."

How do you wish to be creative - with ideas, with your hands (sculptor), with designs or drawings, etc.?

What do you wish to apply your creativity to?

Item 51: feel I'm doing a good job

What are the signs or cues that tell you when you're doing a good job? How do you know?

Item 52: chance to achieve long term goals

What are your long term goals? Be specific.

Item 53: chance to display leadership

In what capacity do you wish to be a leader - a leader of people (supervisor, team leader), a leader in new ideas or techniques, a leader in risk-taking or communication or assertiveness? Who do you want to lead?

Item 54: trusted to work independently

How would you know if you were trusted? What does "work independently" mean to you?

Summary

I. Factors affected most by a JOB CHANGE are:

- (a) interpersonal relationships
- (b) advancement

Next influenced are:

- (a) security
- (b) match between skills/personality and the job
- (c) satisfaction with the work



- II. The clearest indication of the need for an OCCUPATIONAL CHANGE are high negative discrepancies in:
- (a) satisfaction
 - (b) match between skills/personality and the job.

Questions To Ask Yourself:

Can individual dissatisfactions or clusters of dissatisfactions be adjusted in your present job?

Is a job change necessary?

Is an vocational change necessary?

Is a lifestyle change necessary?

Is no change necessary?



Now complete the YES/NO section (on the Job Satisfaction Form) "Is This Causing Stress?"

Take out the "EXAMINING YOUR DISSATISFACTIONS" form and list up to 10 dissatisfiers that are causing stress to you. They don't necessarily have to be your highest stressors you may want to look at those dissatisfiers that are causing moderate to low stress before you tackle the high stressors! Ignore the section on Expectation: Realistic/Unrealistic.

After you have finished the above complete the 2 exercises:

What Is Job Burnout?

What Is The Burnout Potential Of Your Job?

CALL YOUR CAREER PLANNING CONSULTANT WITH ANY QUESTIONS.

Turn On The Tape Again.



EXAMINING YOUR DISSATISFACTIONS

Expectation: Areas of Dissatisfaction	Realistic	Unrealistic
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		



WHAT IS JOB BURNOUT?

Job burnout, an impairment of motivation to work, is increasingly common in today's complex world. It begins with small warning signals: feelings of frustration, emotional outbursts, withdrawal, health problems, alienation, substandard performance and the increased use of drugs and alcohol.

If unheeded, these symptoms can progress until a person dreads going to work. Even worse, burnout tends to spread to all aspects of a person's life. Rarely is a person burned out at work, yet energized and enthusiastic at home.

Burnout Symptoms

Negative Emotions Health Problems Substance Abuse
Interpersonal Problems Declining Performance Feelings of Meaninglessness

ARE YOU BURNING OUT?

Review your life over the last six months, both at work and away from work. Then read each of the following items and rate how often the symptom is true of you.

1 = rarely 3 = often true 5 = usually true
2 = sometimes true 4 = frequently true

- _____ 1. I feel tired even when I've gotten adequate sleep.
- _____ 2. I feel sad for no apparent reason.
- _____ 3. I am irritable and snap at people.
- _____ 4. My attitude about work is "why bother."
- _____ 5. I get into conflicts with others.
- _____ 6. My job performance is not up to par.
- _____ 7. I use alcohol and/or drugs to feel better.
- _____ 8. Communicating with others is a strain.
- _____ 9. I can't concentrate like I once could.
- _____ 10. I work hard but accomplish little.
- _____ 11. I feel frustrated.
- _____ 12. I am easily bored.
- _____ 13. I get sick a lot.
- _____ 14. I have trouble sleeping.
- _____ 15. I am withdrawn.
- _____ 16. I am forgetful.
- _____ 17. I often feel dissatisfied.
- _____ 18. I don't like going to work.
- _____ 19. Social activities are draining.
- _____ 20. Sex is not worth the effort.

Scoring:

- 20-40 You're doing well.
41-60 You're okay if you take preventative action.
61-80 You're a candidate for burnout.
81-100 You're burning out.

WHAT IS THE BURNOUT POTENTIAL OF YOUR JOB?

Answer the following questions as honestly as you can. How often do these situations bother you at work? Use the following rating scale:

(Rarely) 1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 (Constantly)

Powerless

- ☐ I can't solve the problems assigned to me.
- ☐ I am trapped in my job with no options.
- ☐ I am unable to influence decisions that affect me.
- ☐ Priorities I must meet are constantly being changed.

No Information

- ☐ I am unclear about the responsibilities of my job.
- ☐ I am underqualified for the work I actually do.
- ☐ I don't have enough information to carry out my job.
- ☐ Others I work with are unclear about what I do.

Conflict

- ☐ I am caught in the middle.
- ☐ I am expected to satisfy conflicting demands.
- ☐ I disagree with co-workers.
- ☐ I disagree with my supervisor.
- ☐ I can't get what I need to carry out the job.

Punishment

- ☐ My supervisor is critical.
- ☐ Good work goes unnoticed.
- ☐ My work is unappreciated.
- ☐ I am not accepted by the people I work with.
- ☐ My progress on the job is not what it could be.
- ☐ Someone else got the promotion I deserved.

Alienation

- ☐ I am isolated from others.
- ☐ I lack confidence in management.
- ☐ The organization is insensitive to my individuality.
- ☐ I am "different" from others and can't be myself at work.
- ☐ My work accomplishments are meaningless.

Overload

- ☐ My job interferes with my personal life.
- ☐ I have too much to do and too little time in which to do it.
- ☐ I must work on my own time.
- ☐ The size of my workload interferes with how well I do it.

Boredom

- ☐ I waste a lot of time in unproductive meetings.
- ☐ I have too little to do.
- ☐ I am overqualified for the work I actually do.
- ☐ My work is not challenging.
- ☐ The majority of my time is spent on routine tasks.

No Feedback

- ☐ I don't know what I am doing right and what I am doing wrong.
- ☐ I don't know what my supervisor thinks of my performance.

Cause and Effect

- ☐ I don't know the basis used to evaluate me.
- ☐ There is no relationship between my performance and my treatment.
- ☐ Popularity and politics are more important than performance.
- ☐ It doesn't matter how well or poorly I perform.
- ☐ I don't know what is expected of me.
- ☐ I don't know what I must do to get ahead.
- ☐ There is no relationship between how I perform and how I'm rated.

Value Conflict

- ☐ I must do things that are against my better judgement.
- ☐ I must make compromises in my values.
- ☐ My friends/family disapprove of what I do.

Scoring:

- 45-180 Low potential if you take preventive action.
- 181-270 Moderate potential. Develop a plan to correct problem areas.
- 271-450 High potential. Corrective action is vital.



INFORMATION ON JOB BURNOUT AND STRESS

Danger Signals

General irritability or depression.

Dryness of the mouth or throat.

Impulsive behaviour, emotional instability

Tendency to become fatigued, loss of the joy of life.

Insomnia and/or chronic tiredness.

Indigestion, queasiness in the stomach, headaches.

Loss of or excessive appetite.

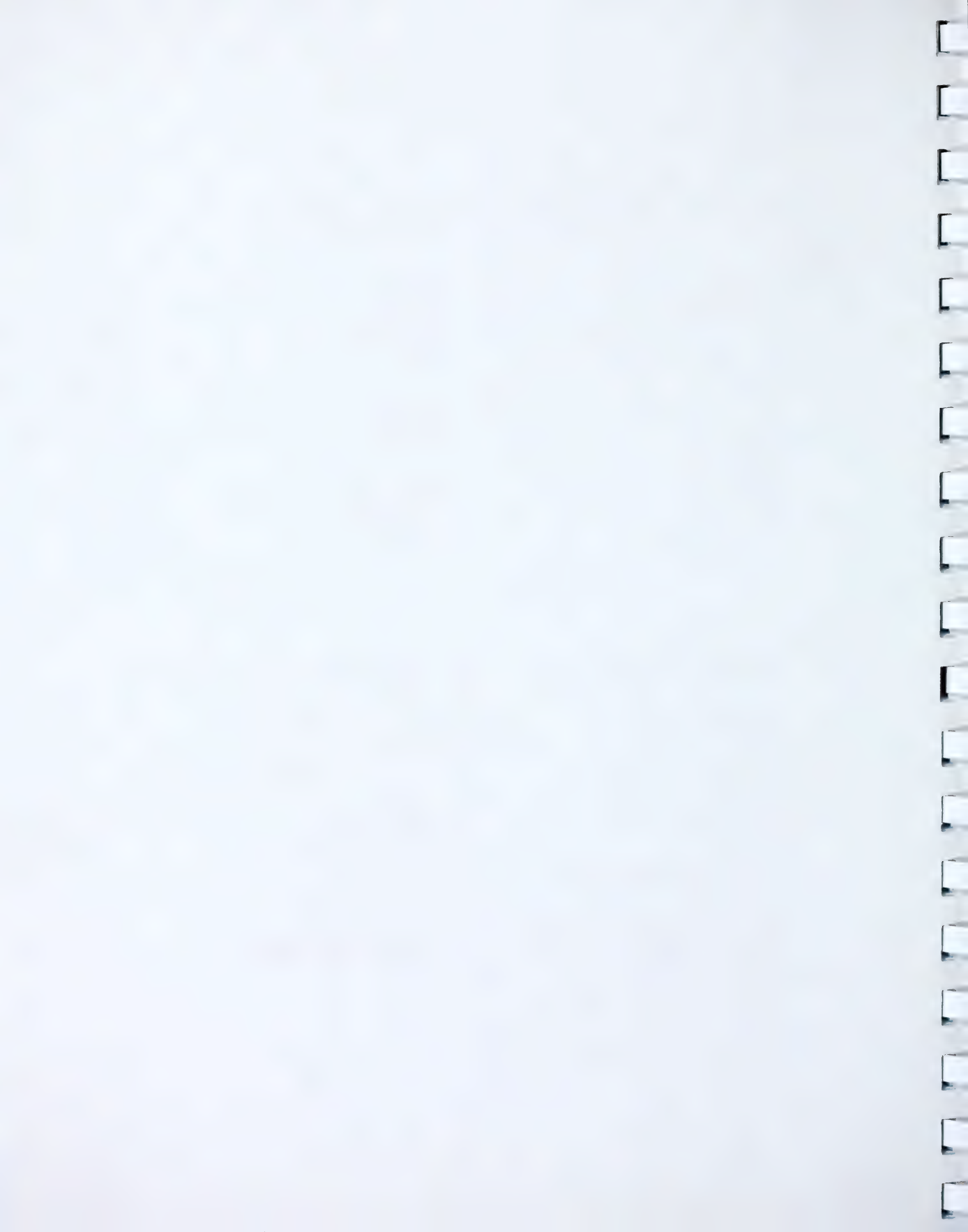
Increased smoking.

Increased use of alcohol.

Burnout Characteristics

- (1) A tendency to overplan each day
- (2) The need to win
- (3) Persistent desire for recognition and advancement
- (4) Inability to relax without feeling guilty
- (5) Impatience with delays and interruptions
- (6) Involved with multiple projects with many deadlines
- (7) Chronic sense of time urgency

- (8) Excessive competitive drive
- (9) Compulsion to overwork
- (10) Boredom
- (11) Lowered self-esteem
- (12) Substance abuse
- (13) Declining performance
- (14) Health problems
- (15) Interpersonal and/or communication problems



Some Ideas For Handling Burnout

- * Work smart instead of harder
 - * Set realistic goals
 - * Conduct your work objectively
 - * Increase physical activity
 - * Eat several small meals a day instead of three large meals but don't eat at your desk
 - * Discuss whatever is bothering you at the time it arises to help reduce the stress
 - * Do only one thing at a time. Focusing is usually very hard for stress-prone people
 - * Become conscious of your fragmented way of doing things, and set the temptations aside
 - * Enrich your job. Add new scope or elements to your task
 - * Take courses to stimulate you and help gain control of your work
 - * Change the direction of your career
 - * Diffuse and talk things over with a close friend, colleague or family member
 - * Enrich your private life
 - * Pursue hobbies, develop outside interests and friends
 - * Learn to make the transition from work to home
 - * Network with others in a similar occupation.
 - * Share concerns, frustrations and solutions with a support person



The antidote for Burnout is
PERSONAL POWER or a
feeling of I-CAN-DO

DEFINITION OF STRESS

Is an alarm reaction (physiological reaction)
triggered by threat, whether physical or
psychological

Physical and Mental Signs of Stress

Check off those which you are presently dealing with:

Physical Signs

- | | |
|--|--|
| <input type="checkbox"/> Excess weight for your age and height | <input type="checkbox"/> Excessive nervous energy preventing you from relaxing |
| <input type="checkbox"/> High blood pressure | <input type="checkbox"/> A pounding of the heart |
| <input type="checkbox"/> Lack of appetite | <input type="checkbox"/> Dryness of the throat and mouth |
| <input type="checkbox"/> A desire to eat as soon as a problem arises | <input type="checkbox"/> Trembling, nervous tics |
| <input type="checkbox"/> Frequent heartburn | <input type="checkbox"/> High-pitched, nervous laughter |
| <input type="checkbox"/> Chronic diarrhea or constipation | <input type="checkbox"/> Stuttering and other speech difficulties |
| <input type="checkbox"/> An inability to sleep | <input type="checkbox"/> Bruxism, or grinding of the teeth |
| <input type="checkbox"/> A feeling of constant fatigue | <input type="checkbox"/> Sweating |
| <input type="checkbox"/> Frequent headaches | <input type="checkbox"/> Frequent need to urinate |
| <input type="checkbox"/> A need for non-prescribed drugs daily | <input type="checkbox"/> Migraine headaches |
| <input type="checkbox"/> Muscle spasms | <input type="checkbox"/> Premenstrual tension or missed menstrual cycles |
| <input type="checkbox"/> A feeling of fullness although you've not eaten | <input type="checkbox"/> Pain in the neck or lower back |
| <input type="checkbox"/> Shortness of breath | <input type="checkbox"/> Increased smoking |
| <input type="checkbox"/> A liability to fainting or nausea | <input type="checkbox"/> Increased use of prescribed drugs |
| <input type="checkbox"/> An inability to cry | <input type="checkbox"/> Proneness to accidents |
| <input type="checkbox"/> A tendency to burst into tears | <input type="checkbox"/> Increased use of alcohol |
| <input type="checkbox"/> Persistent sexual problems | |



Mental Signs

- | | |
|--------------------------------------|--------------------------------------|
| _____ Constant feeling of uneasiness | _____ A feeling of being rejected by |
| _____ Constant irritability with | your family |
| _____ family and work associates | _____ A sense of despair at being an |
| _____ Boredom with life | unsuccessful parent |
| _____ Recurring feeling of being | _____ Dread as the weekend |
| unable to cope with life | approaches |
| _____ Anxiety about money | _____ Reluctance to take a vacation |
| _____ Morbid fear of disease, | _____ A feeling you can't discuss |
| especially cancer and heart | your problems with anyone |
| disease | _____ A terror of heights, enclosed |
| _____ Fear of death -- your own and | spaces, thunderstorms, or |
| others' | earthquakes |
| _____ A sense of suppressed anger | _____ An inability to concentrate |
| _____ An inability to have a good | for any length of time or to |
| laugh | finish one job before |
| | beginning another |

It is important for you to look very honestly at your Stress Level and decide how you are going to deal with it.

Some information to consider on Job Stress:

It is the body's response to any job-related factor that threatens to disturb the person's equilibrium. If stress is prolonged and intense, you may suffer a variety of ailments, including heart disease, blurred vision, backaches, gastrointestinal disorders, tendency to always be tired, loss of or excessive appetite and increased use of alcohol.

An article by Michael E. Cavanagh, Ph.D. in the Personnel Journal, July 1988, called, "What You Don't Know About Stress", presents some new information on handling our own stressors, both positive and negative.

He talks about steps and attitudinal changes that help individuals prevent and reduce stress as follows:

Stressors and stress can't be adequately dealt with if the stress skills of the individual are not considered.

He goes on to give many practical steps and applications to help prevent and reduce stress.

Then he states that it appears that at least half the stress that people experience on a daily basis is self-induced. Sometimes nothing can be done about external stress but often internal stress can be reduced to such a degree that an individual's overall stress quotient is manageable.

He describes self-created stress from the standpoint of social imperatives, which are attitudes people hold that dictate that others must treat them in certain ways.

He closes with the following two paragraphs:

"The irony is that individuals have the power within themselves to modify both the amount of stress in their lives and their reaction to it. Some people need only make a few minor adjustments in their daily lives for stress to become more constructive and manageable. Other people will have to make some radical external changes (for example, change jobs) or internal changes (such as change some of their social imperatives and/or attitudes).

A majority of the people who, with courage and support, undertake such challenges, have only one regret: They didn't do it sooner."

Michael E. Cavanagh, PhD, is a human relations specialist. His most recent article for PERSONNEL JOURNAL, "Make Effective Speeches", appeared in March 1988.



SECTION III

After completing this part of the seminar you will have:

1. Defined your dissatisfactions in terms of expectations that you have at work.
2. Distinguished between expectations which are realistic in your present job and those which are not realistic.
3. Developed two strategies that may be useful in fulfilling realistic expectations at work.
4. Used the above strategies as a basis for generating ideas to meet your realistic expectations.
5. Heard and thought about the idea that you can and must take responsibility for your own happiness and satisfaction at work.



Refer to your "Examining Your Dissatisfactions" form and start rewriting EACH DISSATISFACTION to indicate what expectation(s) you actually have. Use as many lined sheets of paper as you need to define your wants. Write out as many "I want" statements that are necessary, including "from whom" "where" and "when".

Remember:

ONE dissatisfaction may be composed of SEVERAL expectations.

EXAMPLES

#1 Dissatisfaction: no recognition

I want (what kind) recognition from (whom).
I want verbal recognition from my boss.
I want flowers from happy clients.
I want written recognition (i.e. comments on a project) from Joe.

It is necessary to break vaguely worded statements into as specifically worded "I want" statements as possible. The instructor can present a few examples on the board and have participants help define the statements more specifically.

NOTE: When trying to define a difficult statement, it is sometimes helpful to ask what, how, from, whom, when, where.

#2 Dissatisfaction: chance for more responsibility

I want to have more responsibility for (what).

#3 Dissatisfaction: treated as an equal

I want to be treated as an equal by (whom).

Treated as an equal means (treated how) so I want Joe to ask my opinion about changes in plans.

I want my mail to be delivered by the robot (instead of having to fetch it myself).

#4 Dissatisfaction: feel I'm doing a good job

I feel I'm doing a good job when _____



#5 Dissatisfaction: under pressure from paperwork

I am under pressure from paperwork (i.e. from what) so I want less paperwork.

I want more organized paperwork.

I want some priorities regarding paperwork.

I want people to know I hate paperwork (what people? what paperwork?).

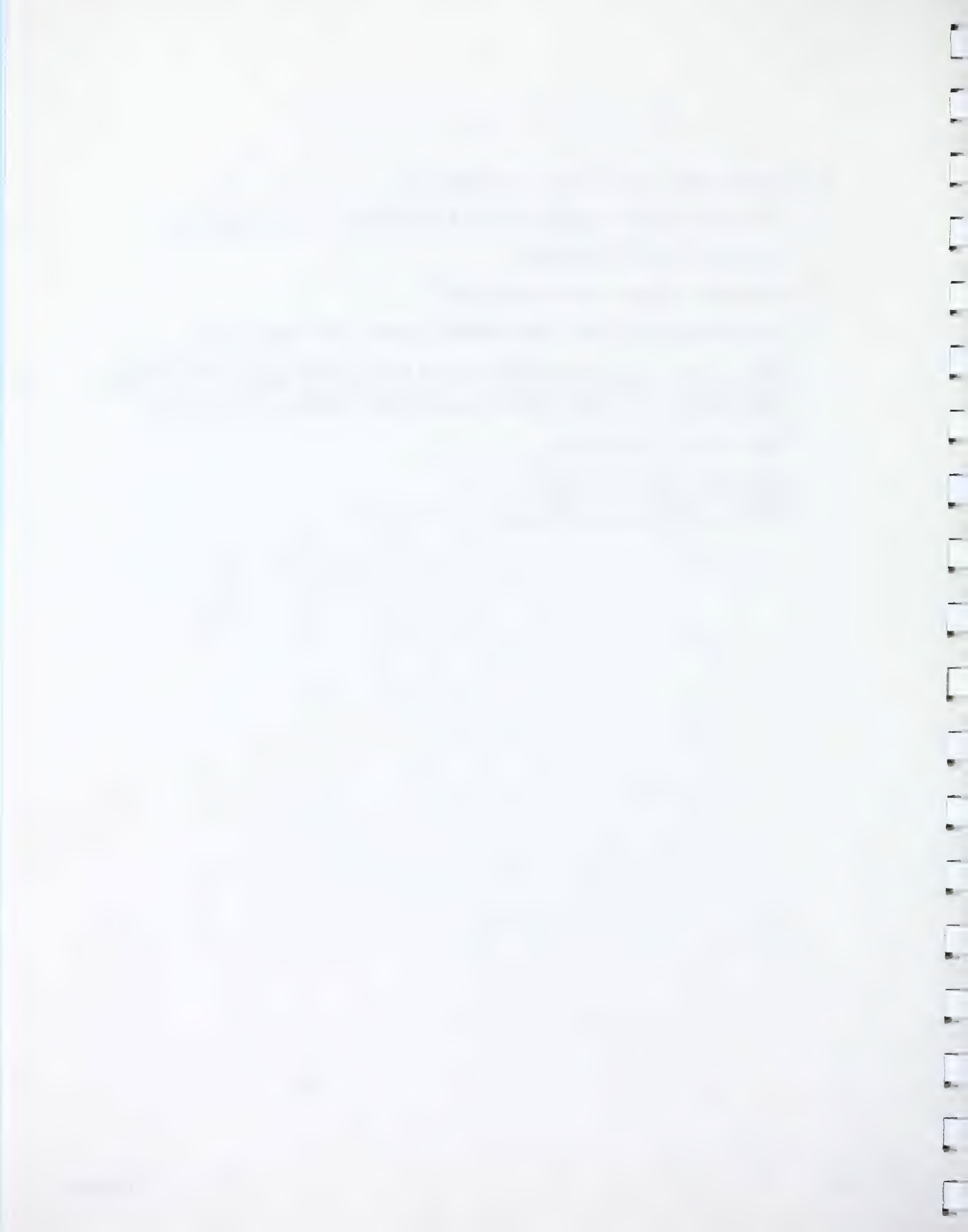
NOTE: Some of the dissatisfactions are not easy to define at this point and may require deeper searching or some further career planning. You may want to put these aside for more work and go on to define more workable dissatisfactions.

Those difficult to define are:

#20 My job reflects my interests

#25 I see a purpose in my work

#49 My work stimulates my thinking



JOB MODIFICATION AND ENRICHMENT

To decide which strategy is most appropriate for you, ask yourself these questions: With regard to problem X, is something getting in my way and frustrating me or is there something lacking? If the problem is a frustrating barrier, use a modification strategy. If the second situation exists (a vacuum), enrich it by building something in. Enrichment is most often needed if people are feeling bored, and under stimulated, or wanting to learn more.

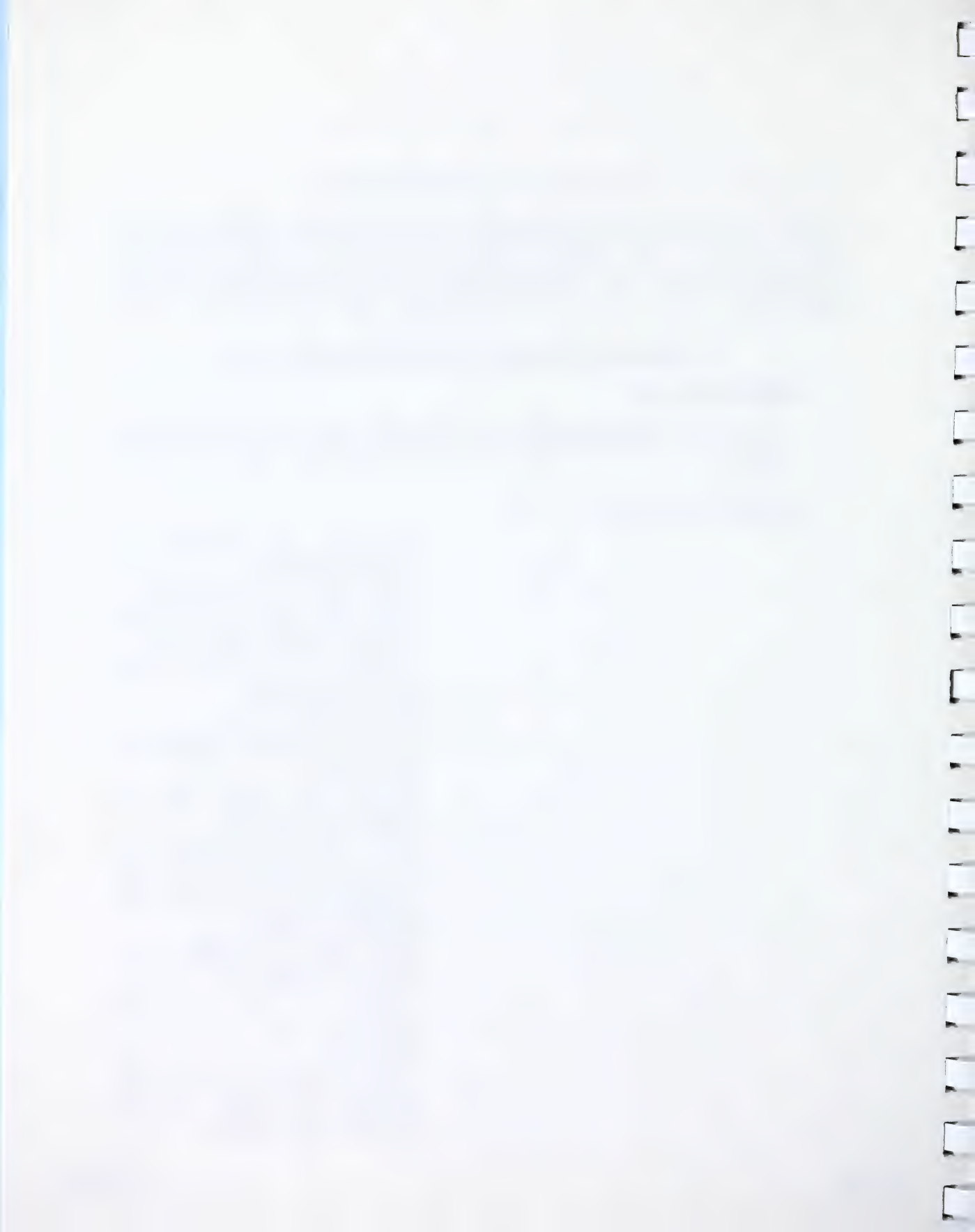
TECHNIQUES FOR HANDLING REALISTIC EXPECTATION

I. JOB MODIFICATION

- Handling the **FRUSTRATIONS** - Time Efficiency, Quality and Quantity of Work, Work Relationships, Physical Structures. Two kinds of alterations can be made, as follows:

ALTER THE SITUATION

- rearrange your schedule of accomplishing tasks
- share duties with a co-worker to reduce repetition
- rotate duties to reduce frustration (e.g. typing vs. answering phones)
- schedule times to do your 'unpleasant' tasks and reward yourself afterwards
- finish what you start
- prioritize your work (alone, in conjunction with Supervisor or other colleagues)
- identify what jobs could be delegated to someone else (keep track of time involved)
- make a list of the obstacles that prevent you from completing your work (e.g. co-workers, disorganized scheduling, lack of equipment and recommend changes)
- rewrite your job description
- give constructive feedback to co-workers and supervisors
- identify and express your ideas for changes
- assess the quality and quantity of work you do
- try a new approach - find the best method of communicating plans, progress, and results to your Supervisor and colleagues



ALTER YOUR ATTITUDE

- smile physically and with your voice
 - happiness is a learned role
- find successful and confident role models to pattern yourself after. Avoid pessimists. I "hate committee work" - change your attitude to what can I learn on this committee that will make me promotable or more skilled or which committee is the fun committee.
- use positive words when you describe yourself and your efforts. Visualize yourself achieving
- listen to your "self-talk" (your inner voice) - consciously change negative thoughts into positive ones
- set realistic goals that are important to you
- develop self-control
- turn your dilemmas into opportunities
- set up a "Pride File"
- don't take criticism personally - use them as an opportunity to grow and learn
- try to evaluate situations objectively - don't try to guess about the other person's motives
- talk over the problem at the time it occurs
- consider what you could do to improve staff morale
- listen and be prepared to be adaptable

II. JOB ENRICHMENT

- Making the Job busier and more interesting by enlarging the scope and content of your job. This involves deciding what you want to include in your duties and the motivation to devote some time and energy into structuring the situation to include what you want.

ENRICH THE SITUATION

- decide which skills/aspects of the job you'd like to expand or learn more about and ask to work with someone who has those skills



- make a report on changes or trends, and present it to the staff
- offer to train someone
- ask for on-the-job training in a related skill area
- ask to take courses related to your work (company time, company money; company money, your time; company time, your money)
- maintain contact with your occupational Association
- write a procedures manual
- organize social functions to increase morale
- organize inservice presentations

ENRICH YOUR ATTITUDE

- aim your goals and take small steps to achieve them
- start a self-development plan
- talk with someone who is currently doing what you want to do
- do more than you are asked and contribute more than is required
- identify your abilities and try to expand on them
- keep an open mind - supplement your practical work and experience with study of future trends and advancements
- use your power - in expressing ideas, sharing knowledge, controlling emotion
- take action - motivate yourself

* NOTE: Above ideas have been taken from:

- The Joy of Working - Dennis Waitley
Rene L. Witt
- Working and Liking It - Richard Germann
Dianne Blumenson
Peter Arnold

Realistic Expectations

Reason Expectation
is NOT met

What I Can Do

about the situation

about my attitudes

After you have defined your expectations using "I want" statements, you can now decide whether they are realistic or unrealistic expectations for your job.

Fill in the column on "Examining Your Dissatisfactions" as to whether it is a Realistic or Unrealistic Expectation.

NOTE:

If you cannot decide whether an expectation is realistic or not is it possible that:

a) the expectation is not defined specifically enough,

OR

b) you do not have some necessary information about the job/company.

Completion of Identifying Your Realistic Expectations in Detail

1. Take each realistic expectation and work through the process of identifying:

- i) what you want
- ii) why you are not getting it
- iii) what you can do: about the situation
 about your attitudes

2. Choose one of your realistic expectations you believe you could implement and draw up a simple action plan.

NOTE: You may not choose to tackle the most difficult problem first. Sometimes a smaller more attainable goal builds the confidence that will be needed to achieve more complex goals.

OR

You may choose to put all your energy into tackling a major problem and put the more minor ones "on hold".

SECTION IV

UNREALISTIC EXPECTATIONS

At the end of this section, you will have accomplished the following:

1. Identified your list of unrealistic expectations and reasons as to why they are unrealistic.
2. Discussed strategies for meeting unrealistic expectations.
3. Used these strategies in #2 above as a basis for generating ideas to deal with these unrealistic expectations in your present job.
4. Thought about what your next action may be in terms of your career.
5. Heard about resources and services that may help you make any desired changes to your job/career.

UNREALISTIC EXPECTATIONS

ARE EXPECTATIONS THAT CAN NOT BE MET/FULFILLED IN YOUR JOB:

The reasons some expectations are UNREALISTIC

- Job description: does not include what you want.
- Personality of a relevant person may not be likely to change, e.g. manager, supervisor, co-worker.
- Your personality: e.g. teacher cannot leave marking at school although it interferes with her private life.
- Reality of the situation, i.e. politics, budget.

REMEMBER

Just because you have realized an expectation is unrealistic for your job, there is no reason to think you will stop expecting or wanting it in your life.

26/06/8:

WHAT IS YOUR NEXT STEP?

A JOB CHANGE??

IMPROVING YOUR LIFESTYLE??

A VOCATIONAL CHANGE??

NO CHANGE??

I. HINTS FOR IMPROVING YOUR LIFESTYLE

- . Exercise Program
- . Personal Development
 - i.e.
 - stress management
 - time management
 - public speaking
- . Personal Interest Courses
 - carpentry
 - learning a language
 - financial investment course
 - learning about computers
- . Find a Mentor
- . Network (less of a professional focus than mentoring)
- . Being creative in your spare time.
- . Look at the balance in your life.

A FORMULA FOR BALANCE

The three elements of your life are heavily influenced by attitude and the way you communicate.

$$\frac{\text{HOME} + \text{CAREER} + \text{LEISURE}}{\text{ATTITUDE} + \text{COMMUNICATION}} = \text{BALANCE}$$

Happy people still feel frustration and become irritated at times. Their basic satisfaction with life however, remains intact. You know your life has better balance when you function well not only when things are going right, but also you can keep going when things go wrong.

2. If you feel a job change may be necessary, review the steps in making a successful job change.
 1. Identify as clearly as possible what you are looking for, i.e. use of which skills, what types of satisfaction, style of management, type of co-workers, type of advancement possible, salary range.
 2. Identify potential employers.
Gather general information.
Do an information gathering interview with a supervisor/peer.
 3. Apply for the jobs you want, therefore your resume must be current.
 4. Prepare yourself for an interview.

Note: Your own Government Personnel Shop or the Career Planning Centre (Personnel Administration Office) may be of assistance to you. Call them for assistance.

The Career Planning Centre has information packages on Preparing Your Resume, Creative Job Search, Conducting An Information Gathering Interview, Preparing For An Interview, and Preparing For A Management Interview. They will critique your resume if requested. Call 422-4282 and ask for a Career Planning Consultant

3. If you feel an occupational change may be required:
 1. Review the career planning services available through your department and The Career Planning Centre, Personnel Administration Office.

APPENDIX

Use the following Resource Listing on Stress and Burnout to assist you in taking control.

NB All resources are available at the Labour Library from the Centre's Collection at 427-8533.

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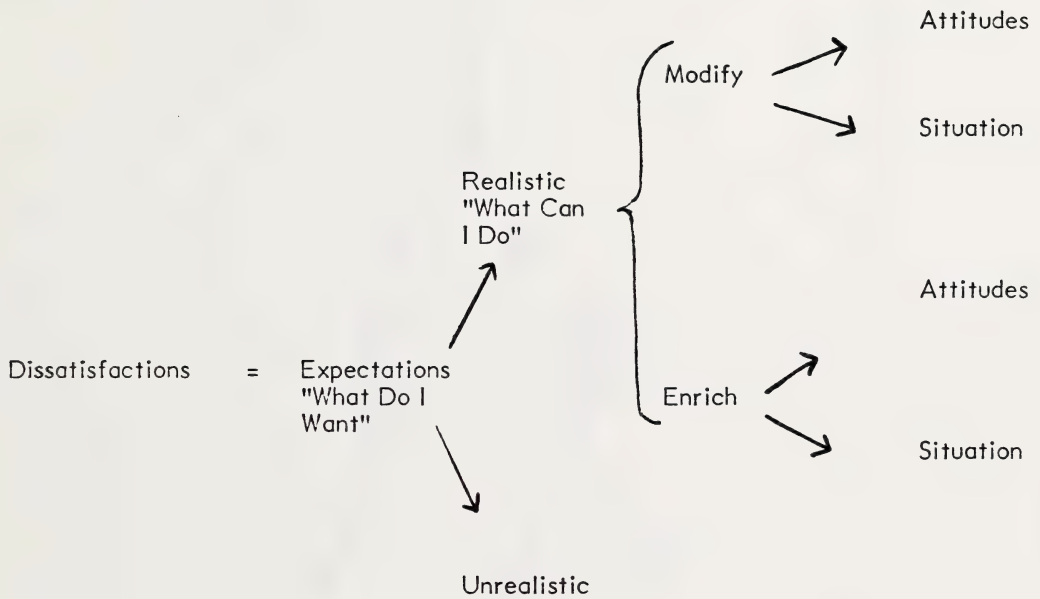
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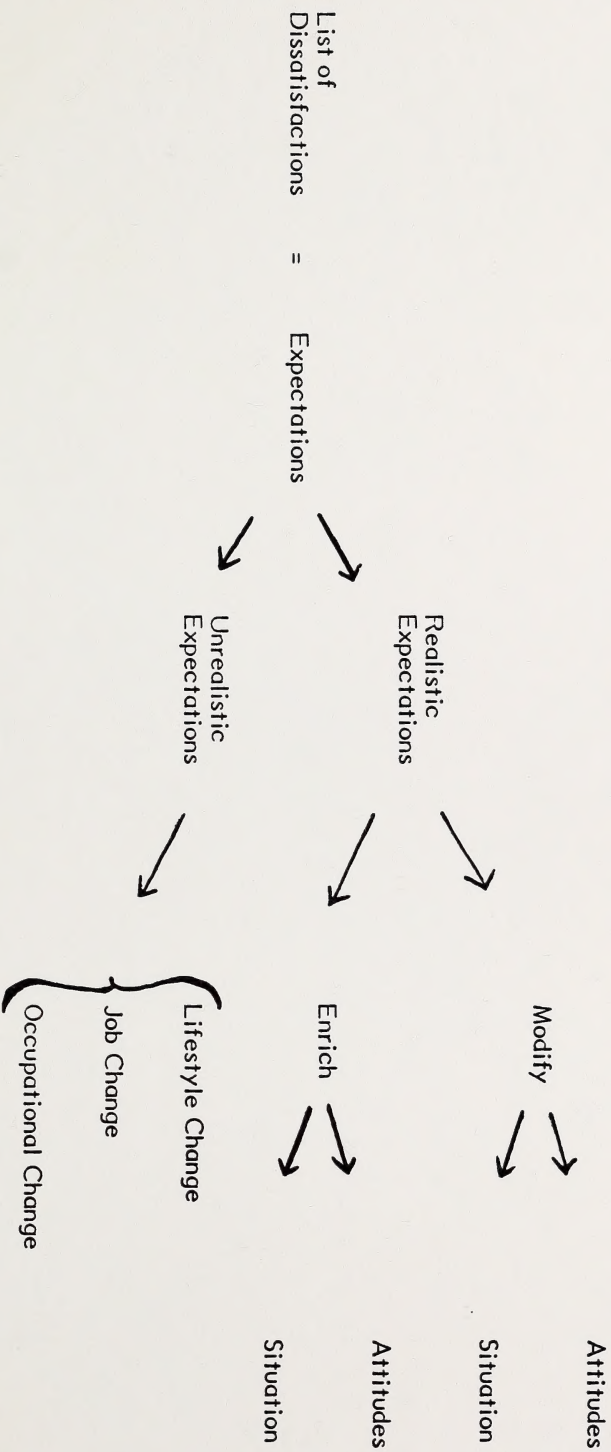
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REVIEW OF THE PROCESS TO POINT OF DEALING WITH REALISTIC EXPECTATIONS



The Job Satisfaction MODEL





N.L.C. - B.N.C.



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